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OUTLINE FOR TALK BEFORE THE EXECUTIVE OFFICERS AND
ADMINISTRATIVE OFFICERS OF THE DD/I AREA - 31 MARCH 1955

File 3/31/57

1. Acknowledgment of introduction and preliminary remarks with respect to the subject of the discussion - Reports Control Program.
2. Progress made in DD/I area - cooperation received from operating officials and their desire to participate.
3. Results of joint surveys in eight (8) organizational units of the DD/I area:
 - a. inventoried;
 - b. Filing equipment - 8,234 pieces;
 - c. Records retired to Center - 4,220 cu. ft. - approximately 40% of total in Center;
 - d. Permanent records vary from a low of 5% to a high of 55% - compare this to Government ^{*average 46%*} and industry ^{*of 40%*} experience.
4. Since so much progress has been made in the records disposition field, it appears logical to consider undertaking programs in other areas of the overall records management program. It is appropriate, therefore, that we consider today the question of records creation which is one of the most fundamental things about the operation of a records management program. ^{**1*} It is a curious fact that we almost never begin a records management program by working first in records creation. Nearly every records management program that I am familiar with has started with records retirement or records disposition. Eventually it works itself backwards into the question of the creation of

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records. The exception to this was probably in the emergency agencies created during the Korean war era. They had no records to dispose of and obviously the only thing they could do was to begin with the creation and maintenance phases. *1

*2 The objectives that we have in mind in this Agency are fewer and better records. We want to make sure on the affirmative side that we create those records that need to come into being. Most of us at one time or another wish that we had a better record of something that has occurred. Sometimes we go back to pencilled notes and scrawls on our calendar pads in an effort to re-create in our own bailiwicks what we should have put down as a permanent record. That is particularly true in upper levels of our own Agency - when, for instance, *Dr. Williams and Edwards* on the phone and they make a momentous decision and sometimes it is not in writing.

On the other hand, too many of us make a lot of records that we don't need. This is a protective device in many instances. At one time or another somebody asked for something and when it couldn't be produced immediately the boss got angry and someone was embarrassed. That sort of thing is multiplied many times and is responsible for many situations we find ourselves in. *2

*4 It is all very well to say that too many records are created and that we should stop it. To control records creation, however, you have to be a little bit more tangible than making a statement to the effect that some of them ~~should be eliminated~~ *should be eliminated*. Fortunately there are some techniques that have been tried and

found to be practical in Government and in industry as a means of controlling the creation of records. One of these is reports control. Many of us agree that we make too many reports but on the receiving end we complain that there are not enough, yet we know how time-consuming reports preparation can be. Many thousands of man-hours of time can be saved by a good reports control program. **4 [redacted] has told me etc* I have brought with me today some copies of the Hoover Commission reports on Paperwork Management. One of the principal recommendations in this report concerns reports management. It proposes that each agency head establish such a program on a top level basis. When the Clarke Committee was visiting us they paid particular attention to reports management. Fortunately, we in this Agency have been doing something about this phase of our records management program. I have with me today copies of material which *[redacted]* *we have developed* for the introduction of a reports management program throughout the Agency. It consists *will be distributed before I finish my talk.* of the following: (distribute copies of the Hoover Commission report and our material to those present and discuss briefly the purpose of this material).

The Office of the Comptroller has already undertaken a reports management program. The Logistics Office and Personnel Office have undertaken preliminary steps in this direction too. Therefore, it is appropriate now to begin the introduction of this phase of our records management program on a broader scale. Our objective is to improve the quality of reports, eliminate unnecessary reporting, prepare reports by the simplest and least

expensive method, and have fewer reports and better reports at less cost. (Refer to experience related to me by Mr. Francis P. Brasseur, Executive Secretary of the Hoover Commission in which he illustrated the keen interest of Mr. Hoover in the Paperwork Management report).

Report to Bureau of Budget.

5. Closing remarks - indicate our interest in the program and desire to assist in its installation. Emphasize that administration of the program will be on a decentralized basis. *Distribute*

material + Ask for questions.